2004-2005 W-2 and Related Programs Plan Modification for Additional Resources

August 18, 2004

Department of Workforce Development
Division of Workforce Solutions

2004-2005 W-2 and Related Programs
Plan Modification for Additional Resources
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Introduction

Purpose of Plan Modification
The purpose of this Plan Modification Guide is to explain to Wisconsin Works (W-2) agencies how to request the release of available additional 2004-2005 W-2 funding and to provide instructions for updating the W-2 Plan, as needed, to emphasize rapid attachment to the workforce and the ability to administer the W-2 program throughout the contract period within the available funding.

Administrator's Memos 04-16, Policy Priorities and Strategies for Achieving W-2 Employment Goals, and 04-18, Plans to Provide Additional Resources to W-2 Agencies, lay out the Department of Workforce Development's strategies for supporting the employment goals of the program through clear policies and the Department's intent to provide additional available funding. Please review these Administrator's Memos.

This document provides funding target ranges for each W-2 agency (See Attachment C). The Department will release additional available funding, within the target range, based on the Department's approval of the W-2 agency's Plan Modification. The Plan Modification must show how the agency will implement changes that support the Department's identified policy priorities and result in meeting participant needs, within the available funding.

Funding Distribution
Plan Modification will be reviewed and approved by the Division of Workforce Solutions. Some funding may be held by the Division contingent on the W-2 agency's implementation of planned changes and/or demonstration of effective positive outcomes as a result of the Plan Modification. For example, funding may be issued in increments if the Division determines that your agency's Modification requires follow-up information or further review after its implementation. Each agency's Plan Modification approval and contract amendment will contain more details specific to the agency.

Submittal of Plan Modification and Request for Funding
The Plan Modification must be submitted to the Division of Workforce Solutions Regional Office by close of business on **September 3, 2004, by e-mail**. One signed original and two copies of the Plan Modification should be mailed to the Regional Office the same day. The Plan Modification must address Response Items as appropriate (see Instructions), include a Cost Plan requesting an amount and detailing planned use of the funding; and include the Refugee Services Plan if required.

Timeline for Plan Modification for Additional Resources
2004-2005 W-2 and Related Programs

• Response Items and Allocation Targets Issued	August 18, 2004
• W-2 Plan Modification Submittal packet due to Department's Regional Office Contract Manager	September 3, 2004, (cob) Except Response Item 2.F, Refugee Services Plan, which is due on September 17, 2004
• Plan Review Completed/Allocations Finalized	September 10, 2004
• Initial Notification of the Results of Plan Review due to the W-2 agency	Week of September 10, 2004
• Refugee Services Plan (if required) submittal due to Department's Regional Office Contract Manager	September 17, 2004
• Contract Amendments Issued	September 20, 2004
• Contract Amendments Due Back Signed to the Department's Regional Office Contract Manager	October 20, 2004

Response Item Instructions

Some of the Response Items may not need to be completed. Discuss the Response Items for completion with your Regional Office Contract Manager prior to preparing your responses.

This portion of the Plan Modification Guide is divided into three sections:

Section One: *Capacity Response Items*
Section Two: *Program Response Items*
Section Three*: Targeted Outcomes Response Items*

Each section contains one or more subsections, identified by the section number followed by a letter:

1.A Management of Contract Costs (Required)
2.A Up-front Workforce Attachment Services
2.B Job Development, Retention and Advancement
2.C Community Service Job (CSJ) Administration
2.D Social Security Disability Income (SSDI) and Supplemental Security Income (SSI) Advocacy
2.E W-2 Participant Services Review Prior to Case Closure (Required)
2.F Refugee Services Plan (Required for agencies with increased funding due to refugee resettlement)
3.A Workforce Attachment and Caseload Fluctuations

Each subsection is then divided into two areas:

Summary: Provides a general description of the Department's expectations of the W-2 agency or references to policy communications that outline the expectations.

Response Items: Provides information to which the W-2 agency must respond with respect to capacity or program policies and expected outcomes.

Section One: Capacity Response Items, W-2 agencies must complete each Response Item.

Section Two: Program Response Items, with the exception of subsection 2.E., W-2 agencies have three options when responding to each subsection. Based on a review of your current W-2 Plan and of your agency's implementation of that plan to date, please respond to each subsection in Section Two by choosing one of the three options cited below. Subsection 2.E. must be completed at the level of Option 3.

> <u>Option 1: Not Applicable</u>*.* If your agency's current caseload is configured in such a way that the subsection is not applicable to your agency, indicate such with a brief statement. For example, with respect to Subsection 2.B (Community Service Job (CSJ) Administration), if your agency only has a small number of CSJ cases, your service enhancements may focus on the W-2 Transition (W-2 T) population, in which case you may answer *"Not applicable due to caseload configuration."* If your W-2 agency chooses this option for any subsection, an answer to each Response Item in that subsection is <u>not</u> required.

Option 2: Current Plan Adequate/Minor Modification. If your agency's current W-2 Plan and its implementation adequately address or with minor modifications will adequately address the Department's policy priorities as described in the documents referenced in the Summary portion of the subsection, provide a brief narrative description aimed at the larger subsection topic. Include in your narrative positive participant outcomes your agency has been experiencing through implementation of your current W-2 Plan. If your W-2 agency chooses this option for any subsection, an answer to each Response Item in that subsection is not required.

Option 3: Plan Modification. If your agency or the Division of Workforce Solutions determines that your current W-2 Plan requires modification to better address the Department's policy priorities as described in the documents referenced in the Summary portion of a subsection, describe changes or enhancements to your W-2 Plan by responding to the Response Item found in the subsection. If this option will be applied to any subsection, an answer to each Response Item in that subsection is required. You may answer each subsection by using the web template and inserting your answer following each subsection, or you may write one narrative that covers the entire subsection. If you select to write one narrative, you must insert the subsection number and letter where you answer that subsection.

Section Three: Targeted Outcome Response Items, W-2 agencies must complete each Response Item.

NOTES ➢

Regardless of which option your W-2 agency completes for each subsection, the response must not be a reiteration of what already exists in your agency's current W-2 Plan.

The maximum number of pages for your agency's Plan Modification is twenty pages (twenty-six if the template is used), not including the required DWS forms. The minimum font size is ten (10) points. If, following the state's review of your Plan Modification, additional information is required; this instruction will be revised.

The lead agency in a consortium is responsible for developing a comprehensive, integrated plan for the entire consortium.

This document can be made available in accessible formats to qualified individuals with disabilities.

STATE OF WISCONSIN
DEPARTMENT OF WORKFORCE DEVELOPMENT
Division of Workforce Solutions

W-2 Plan Modification Submittal
2004-2005 Contract

Please print or type in all spaces except signature.

W-2 Agency Name
W-2 Geographic Area (complete a separate form for each W-2 Contract)

Instructions: Indicate with a ✓ items included in the agency's Plan Modification submission.

Definitions: (See Response Item Instructions for complete definitions)
Option 1: Not Applicable (N/A). Requires a brief statement as to why that subsection is not applicable. Does not require completion of any response items in that subsection.
Option 2: Current plan is adequate or adequate with minor modifications. Requires a brief narrative regarding adequacy or minor modifications. Does not require completion of any response items in that subsection.
Option 3: Agency is modifying current plan. Requires completion of all response items in that subsection.

Subsection #	Subsection	Option 1: N/A	Option 2: Current	Option 3: Modification
Capacity Response Items				
1.A.	Management of Contract Costs*			
Program Response Items				
2.A	Up-front Workforce Attachment Services			
2.B	Job Development, Retention and Advancement			
2.C	Community Service Job (CSJ) Administration			
2.D	SSDI/ SSI Advocacy			
2.E	W-2 Participant Services Review Prior to Closure*			
2.F	Refugee Services**			
Targeted Outcome Response Items				
3.A	Workforce Attachment and Caseload Fluctuation*			
Attachments				
	Cost Plan*			
	Refugee Services Plan**			
	Allocations			
	W-2 Participants by Placement			

*Requires Option 3
Required only of agencies receiving increased W-2 funding due to refugee resettlement. Requires Option 3.** Due on September 17, 2004.

W-2 Agency Director Name or Designee (If, attach Designee Authorization.)	
Signature	Date of Signature

Section One: Capacity Response Items

1.A. Management of Contract Costs (Required)

Summary
In recognition of potential financial challenges, additional funding is being made available to W-2 agencies.

Completion of the Section Two Program Response Items first will enable agencies to incorporate planned program changes in the Capacity Response Items

The Department has addressed the rapid workforce connection model in its recent Administrator's Memos. In light of the potential for increased funding and the recent statements of policy priorities, modifications to the Capacity Plan, including an updated Cost Plan, are required, if additional funding is requested. In order to formulate your agency's response to the new Response Items below, your agency should review the following portions of Section One of your current W-2 Plan:

1.3 Organizational Description and Structure
1.6 Staff Structure
1.7 Geographic Locations/Sites of Services
1.8 Purchase of Service and/or Subcontracts
1.9 Quality Assurance/Improvement Monitoring
1.13 Coordination and Collaboration

Response Items

1.A.1. Complete the attached Plan Modification Cost Plan document. (See Attachment A.) (This document replaces the Cost Proposal form that was used in the W-2 RFP and RFS Instructions for 2004-2005.) The agency must complete the form for both the requested funding and for the new contract total. (See Attachment C.)

This form requires more detail than has previously been requested. The intent is to have agencies link more closely their program operations and expenditures.

1.A.2. Describe, in accordance with completion of your agency's New Total Base Contract Cost Plan, your agency's plan for staying within its total contract allocation. Include specifics on any planned efficiency in administration costs (such as staffing changes or consortium formation), and any changes in service delivery. Include your plans for coordination and/or expansion of coordination with other local employment and training resources.

1.A.3. Describe how your agency will use its Related Programs funding, such as Job Access Loan and Food Stamp Employment and Training, to ensure services are provided while managing W-2 Program costs.

1.A.4. Specify interim timelines for targets, in accordance with your Plan Modification (such as for staff reductions, for collaboration or coordination efforts, or for consortium formation).

1.A.5. Describe other positive outcomes.

Section Two: Program Response Items

2.A. Up-front Workforce Attachment Services

Summary
Administrator's Memo 04-19, *W-2 Up-front Workforce Attachment Process,* describes the Department's expectations with respect to up-front workforce attachment services. In order to formulate your agency's response to the new Response Items below, your agency should review the following portions of Section Two of your current W-2 Plan:

2.1 Participant Flow
2.2 Participant Employment Services
2.4 Job Retention and Advancement

Response Items
Employability Screening
2.A.1. How will your agency assess the job seeker's service needs and their readiness to participate in up-front job search activities?

2.A.2. What staff, within your agency or within the broader workforce development/job center system, will perform the employability screening and what experience and training qualifies them to perform this function?

Assisting with Service Needs and Options
2.A.3. How will your agency use the information gathered through the employability screening process to connect the job seeker with employment services that will facilitate linkages with unsubsidized employment and/or education and training?

Conducting Career Planning and Intensive Job Search Activities
2.A.4. Describe what career planning activities will be offered, when they will be offered and the setting in which they will be provided.

2.A.5. Describe what job search activities will be offered, when they will be offered and the setting in which they will be provided.

2.A.6. Describe tools that your agency will use to conduct career and educational needs assessments.

2.A.7. What staff, within your agency or within the broader workforce development/job center system will conduct the career planning and intensive job search activities and what experience and training qualifies them to perform these functions.

Employability Planning
2.A.8. Explain how your agency will use local labor market information and the job seeker's career and educational assessments in the development of the job seeker's employability plan.

Expected Outcomes
2.A.9. Describe outcomes your agency expects as a result of your program design for up-front workforce attachment services.

2.B. Job Development, Retention and Advancement

Summary

Job development, retention and advancement are critical for assisting participants to become self-sufficient and improving the quality of their lives. These services are crucial when providing up-front workforce attachment services as well as services to ongoing participants. Refer to Administrative Memos 04-19, *W-2 Up-front Workforce Attachment Process* and 04-20, *Strategic Focus in Community Service Jobs*, and W-2 Manual Chapters 5 and 8. Additionally, in order to formulate your agency's response to the new Response Items below, your agency should review the following portions of Section Two of your current W-2 Plan:

2.2 Participant Employment Services
2.4 Job Retention and Advancement

Response Items

2.B.1. Explain what information the W-2 agency job developer or other staff providing job development services, will gather about the job seeker in order to solicit job openings, market job seekers to employers and arrange job interviews.

2.B.2. Describe the agency's job search services.

2.B.3. Explain how your agency collaborates with other providers in making and maintaining contacts in a wide variety of industries. Also explain how your agency learns the local business trends. Include what services you will provide to employers to ensure appropriate connections to economic initiatives.

2.B.4. Describe job retention and advancement services you will offer participants who become employed.

2.B.5. Describe what staff, within your agency or within the broader workforce development/job center system, will conduct the job development functions and what experience and training qualifies them to perform these functions.

2.B.6. Describe outcomes your agency expects as a result of the job development, retention and advancement services you provide.

2.C. Community Service Job (CSJ) Administration

Summary

Administrator's Memo 04-20, *Strategic Focus in Community Service Jobs*, describes the Department's expectations with respect to W-2 agency administration of the CSJ employment position. In order to formulate your agency's response to the new Response Items below, your agency should review the following portions of Section Two of your current W-2 Plan:

2.2.1 W-2 Employment Position Development
2.2.2 W-2 Participant Placement in W-2 Employment Positions
2.2.3 Employer Services
2.2.4 Financial Employment Planning and Case Management
2.5 Education and Training Services

Response Items

Structure and variety in CSJ placement options

2.C.1. Describe how and to what extent your agency plans to establish multiple specific types of CSJs and/or expand its use of pro-rated CSJs, and what employer recruitment efforts and administrative techniques (such as staff specialization or training) your agency will use to support a diversified CSJ program.

Targeting and planning of CSJ placements

2.C.2. Describe any more specific guidelines, beyond the general participant characteristics identified in current policy, through which your agency will determine the appropriateness of each CSJ placement, and/or any more specific means, beyond the standard W-2 Employability Plan, through which your agency will connect that CSJ assignment (and its activities) with a comprehensive employability planning process.

Case management and monitoring of CSJ participants

2.C.3. Describe how your agency will ensure that each CSJ participant engages in appropriate activities for as close as possible to 40 hours per week, remains in the CSJ no longer than necessary to meet employability goals, and, while in the CSJ, receives contact-intensive case management and high-quality worksite supervision.

Integration of job search into CSJ participation

2.C.4. Describe specific measures your agency will take to use each participant's CSJ placement to support an intensive job search and placement strategy in a particular skill or occupational area.

Expected Outcomes

2.C.5. Describe your agency's projected participant outcomes in relation to your program design and delivery of its CSJ program.

2.D. Social Security Disability Income (SSDI) and Supplemental Security Income (SSI) Advocacy

Summary

Section 18.9.0 of the W-2 Manual describes the Department's expectations with respect to SSDI/SSI advocacy. In order to formulate your agency's response to the new Response Items below, your agency should review the following portion of Section Two of your current W-2 Plan:

2.2.5 Serving a Population with Serious and Multiple Barriers to Employment

Response Items

2.D.1. What method(s) will your agency use to identify participants who are appropriate for referral to SSDI/SSI?

2.D.2. What types of SSDI/SSI advocacy services will your on-staff SSDI/SSI advocate or contracted SSDI/SSI advocate agency provide?

2.D.3. If your agency has an SSDI/SSI advocate on staff, describe the training your advocate obtains in order to provide comprehensive advocacy services. If your agency trains its own SSDI/SSI advocates, describe the training program designed by your agency. If your agency refers your employees to an SSDI/SSI advocacy training program sponsored by an outside resource, include a description of that resource's training program.

2.D.4. Describe outcomes your agency expects as a result of your program design for SSDI/SSI advocacy.

2.E. W-2 Participant Services Review Prior to Case Closure (Required)

Summary

Operations Memo 04-34, *Wisconsin Works (W-2) Case Closures,* describes the Department's existing policies with respect to closing W-2 cases for failing to cooperate with program requirements. Operations Memo 04-34 also describes the Department's expectations with respect to exploring potential barriers that may be interfering with a participant's ability to participate *prior* to finding a participant ineligible and closing a participant's case.

Response Items

2.E.1. Describe the actions your FEPs are required to take in order to uncover why a participant has not cooperated with program requirements.

2.E.2. Describe the steps your FEPs are required to take to address barriers that may have caused the non-cooperation.

2.E.3. Describe your agency's internal monitoring process that will help ensure that FEPs are applying the case closure policies consistently, including appropriately documenting the actions necessary to uncover and address barriers that may have caused non-cooperation.

2.F. Refugee Services Plan (Required for W-2 agencies with increased funding needs due to refugee resettlement. The deadline for completion of this subsection is September 17, 2004.)

Summary

Administrator's Memo 04-22, Refugee Service Plan and Co-Case Management, describes the Department's expectation for coordination and delivery of services to refugees.

Response Items (**Respond to question 1 or 2 below and to 3.)**

2.F.1. If your geographic area(s) includes a voluntary resettlement agency and/or refugee employment and training provider, indicate how you will coordinate service delivery by completing the Refugee Service Plan template (Attachment B). The W-2 agencies in affected areas should convene a meeting of the Voluntary Resettlement Agency (VOLAG[s]) and the refugee Employment and Training agency in order to complete the template.

Or

2.F.2. If your geographic area does not include a voluntary resettlement agency and/or refugee employment and training provider, how will the voluntary agency inform you of arrivals and services provided? Will you refer Refugee Cash Assistance (RCA) recipients to a neighboring refugee agency, or serve them within the Food Stamp Employment and Training program?

And

2.F.3. Identify how many refugee participants will obtain full-time employment and indicate anticipated timeframes.

Section Three: Targeted Outcome Response Items

3.A. Workforce Attachment and Caseload Fluctuation (Required)

Summary
A rapid workforce attachment focus should enable W-2 agencies to maximize available resources. Because access to those resources will depend on agency plans to implement priority workforce attachment strategies while working within the limits of their budgets, it is imperative that your agency closely monitors the impact of your W-2 plan modifications on your W-2 caseloads.

Response Items

3.A.1. In the chart below, indicate how your proposed W-2 Plan modifications will increase the number of participants obtaining employment or SSDI/SSI by projecting targeted numbers for each outcome for all quarters through 2005.

	2004*				2005				
Positive Outcomes	**1st Qtr**	**2nd Qtr**	**3rd Qtr**	**4th Qtr**	**1st Qtr**	**2nd Qtr**	**3rd Qtr**	**4th Qtr**	**Total**
# of W-2 applicants** who obtain unsubsidized employment***									
# of W-2 participants who obtain unsubsidized employment***									
# of individuals who begin SSDI/SSI application process									
# of individuals who obtain SSDI/SSI									

*W-2 agency to estimate number of outcomes achieved in the 1st and 2nd quarters of 2004.
** Applicant: An individual who has filed an application for W-2 and obtains employment before s/he is either placed in an employment position or case management or is denied for W-2.
*** Participant count may include duplicate individual counts.

3.A.2. In the chart below, indicate how your proposed W-2 Plan modifications will impact your caseload by projecting caseload targets for the identified W-2 placements.

	2004			2005			
Caseload Data	**June***	**Sept**	**Dec**	**Mar**	**June**	**Sept**	**Dec**
Trial Jobs							
CSJ							
Prorated CSJ**							
W-2 T							
CMC							
Subtotal 1							
CMF							
CMU							
Subtotal 2							
Total *(Sub 1+ Sub 2)*							

*Caseload numbers available in Attachment D.
**Includes CS1, CS2 and CS3